

# Government Efficiency and Accountability Review (GEAR)

GEAR21 Board Meeting  
November 17<sup>th</sup> 2020



<https://gear.Delaware.gov/>

# Agenda

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30 min

1. Introductions / Roll call
2. Old Business
  - Review/approve minutes
  - 2020 Schedule
3. New business

90 min

4. Deep Dives
  1. GEAR Field Team
  2. 2020 Annual Report Overview
5. Open Topics discussion – Board
6. Public Comment
7. Adjourn

# Introductions

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## Roll Call

# Old Business

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## Review/Approve Minutes from Prior Board meeting

*Final draft version sent to Board for review **November 9<sup>th</sup>, 2020***



# New Business

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## 2020 GEAR Board Schedule

Wednesday, January 15, 2020

10:00am to 12:00pm

Haslet Armory, Conference Room 219

Wednesday, July 15, 2020

9:00am to 11:00am

Virtual Meeting on WebEx

~~Tuesday, March 17, 2020~~

~~9:00am to 11:00am~~

~~Buena Vista, Buck Library~~

Wednesday, September 16, 2020

10:00am to 12:00pm

Virtual Meeting on WebEx

~~Wednesday, May 20, 2020~~

~~8:00am to 10:00am~~

~~Haslet Armory, Conference Room 219~~

Tuesday, November 17, 2020

8:00am to 10:00am

Virtual Meeting on WebEx

*March and May Board meetings cancelled due to pandemic*



# New Business

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## 2021 GEAR Board Schedule (proposed)

Month	Date & Time	Location and/or Virtual
January	Weds, 1/13 at 10 am	Haslet
March	Tues, 3/16 at 10am	Carvel
May	Weds, 5/19 at 10am	Haslet
July	Tues, 7/13 at 10am	Carvel
September	Weds, 9/15 at 10am	Haslet
November	Tues, 11/16 at 10am	Carvel

# New Business

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- Welcome anticipated Board members and Designees
- GEAR Team Update
  - Scheduling GEAR P3 event with Governor, Awardees and Business Community in progress
  - EdGEAR reconvenes Dec 3<sup>rd</sup>
- DHR Centralization Update
- DTI Centralization Update

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# **GEAR Field Team (GFT) Overview**

# Overview

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## Mission

To create a partnership that champions continuous improvement opportunities and GEAR activities within and across agencies statewide.

## Vision

Project managers, continuous improvement practitioners, and trainers will use a common set of methodologies based on industry best practices in a way that accelerates project activities, reduces implementation costs, streamlines business processes, and helps ensure successful project outcomes.

## Objectives

- **Build and grow** a cross-agency community of practice and culture of continuous improvement
- **Share and leverage** continuous improvement ideas, process improvement methods, project management practices, standard tools and training
- Share agency project status and **seek ideas from community** to overcome any impediments to progress

### Current Membership:

Abbott, Wilmer (DNREC)  
Bledsoe, Deanna (DTI)  
Calio, Brian P (DHSS)  
Clark, Charles (DOF)  
Embert, Lisa (OST)  
Hoffman, Michelle (Judicial)  
Johnson, Martina (DNREC)  
Kelemen, Ken (Judicial)  
Kwesseu, Fiah (OST)  
Madrid, Dan (OST)  
Owens, Donna J. (Finance)  
Skinner, Michele (DHSS)  
Sullivan, Bryan (OMB)  
Trunfio, Larry (DHR)  
Zuber, Shawn (Judicial)



# Overview - DHSS

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## **Fleet Analysis and Aris Process Optimization Monthly Dashboard (Brian Calio) – Cost Avoidance**

Developed operational metrics and dashboard to assist leadership in optimizing the use of fleet vehicles to reduce the overall cost of the DHSS fleet vehicle program.

## **Cares Act Project Management (Brian Calio) – Improve Efficiency**

GEAR Project Management method and tools employed to help organize teams' efforts as they work to assist service providers as they cope with economic effects of the COVID-19 emergency.

## **DMS Procurement Business Process Optimization (Brian Calio) – Process Optimization**

Documenting the DMS procurement process (using standard toolset). Focusing on fiscal interface and process responsibility optimization.

## **Leased laptop and VPN access coordination project (Michele Skinner) – Process Optimization**

Coordination of DMS Planning Unit to provide VPN and loaner laptops for DHSS during COVID-19.

## **DHSS Intranet Site update project (Michele Skinner) – Quality of Service**

A DMS working group formed to update the DMS intranet site. This working group promotes better business area efficiencies and access to cross unit toolkits for both DMS and DHSS employees.



# Overview - DNREC

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## **Department Environment Justice Project (Martina Johnson) – Quality of Service**

Identify, plan, and improve how we address, and ensure environmental justice in the Department. Developing a framework that establishes concrete actions and strategies to improve services to key Delaware communities.

## **Division of Waste & Hazardous Substance Project (Martina Johnson) – Process Optimization**

Documenting and optimizing processes for the inspection and approval of vapor recovery systems, underground and aboveground storage tank installations, and the provisioning of operation permits. Objective is to optimize processes in preparation for DNREC's e-Permitting solution implementation and requirements for compliance and inspection software selection.

## **Division of Watershed Stewardship, Tax Ditch Project (Martina Johnson) – Process Optimization**

Documenting tax ditch processes and identifying areas where current processes do not align with tax ditch law. The project focuses on processes where there are known pain points. Working to create efficiencies and to ensure clarity on process and legal requirements.

## **Division of Water Projects (Wilmer Abbott) – Process Optimization**

Documenting Division processes – documentation retained in a permanent repository -- and focusing on opportunities to increase efficiencies and create consistency in selected operational areas. Assist in the outsourced development and implementation of the DNREC's Divisional e-Permitting solution.

# Overview - OST

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## **Banking Services project (Fiah Kwesseu) – Process Optimization/Cost Savings/Reduce Risk**

Optimize General Banking Services, Stored Value Card (pre-paid debit card) Services, Lockbox Services, and Local Banking Services through service consolidation and process optimization.

## **Merchant Services Payment Card Industry (PCI) Project (Dan Madrid) – Reduce Risk**

Ensure that payments are being handled in a manner that is compliant with Payment Card Industry Data Security Standards (PCI DSS) as well as similarly defined security procedures from NACHA (National Automated Clearing House Association) for ACH transactions.

## **Digital Government initiative RFP (Dan Madrid) – Process Optimization/Cost Savings/Reduce Risk**

Comprehensive RFP in October 2020 to leverage economies of scale and offer an improved and uniform experience for all users (citizens, businesses, employees, pensioners, etc.) who interact and transact with the State. 4 components to this include: User interface, payment gateway products, payment processing, and reconciliation and fee analysis systems.

# Overview – Judicial Branch

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## **Online Dispute Resolution Project (Marianne Kennedy) – New Process/Quality of Service**

The Justice of the Peace Court implemented an Online Dispute Resolution (ODR) system to handle the tremendous backlog of cases resulting from the COVID-19 shutdown. ODR is a new process to handle disputes, without having to come into court.

## **Family Court Live Chat Project (Michelle Hoffman) – New Process/Quality of Service**

Implementation of Live Chat solution to allow Family Court Call Center staff to act as live chat agents to litigants in need of assistance. By opening this support channel to manage business processes, Family Court can achieve success without increased resources.

## **Zoom Video Conferencing (Ken Kelemen) – New Process/Quality of Service**

Implementation of Zoom facilities and Zoom carts to provide virtual courtrooms and support for webinars for Court Staff and the Bar.

# Overview – DHR

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## FSQIF Continuous Improvement Practitioner Project (Larry Trunfio) – Workforce development

Working to build the internal reserve of highly-trained continuous improvement practitioners who will contribute to creating a permanent culture of operational excellence statewide. This program will create cadres of trained practitioners with skills in project management, change management, and business process improvement who will lead and facilitate quality initiatives that support the GEAR principles of efficiency, effectiveness, and accountability of state government.

Program Training Topics	Time Frame	Training Provider
Lean for Government Workshop with Simulation	February 2021	Delaware Manufacturing Extension Partnership (DEMEP)
How to Build a Culture that Supports Lean and Continuous Improvement: People Centric Leadership 101	February 2021	
A Pathway for Improvement: The Tools and Techniques of CI	March 2021	
Project Management Foundations	March – April 2021	University of Delaware
Change Management Certification	May 2021	Prosci

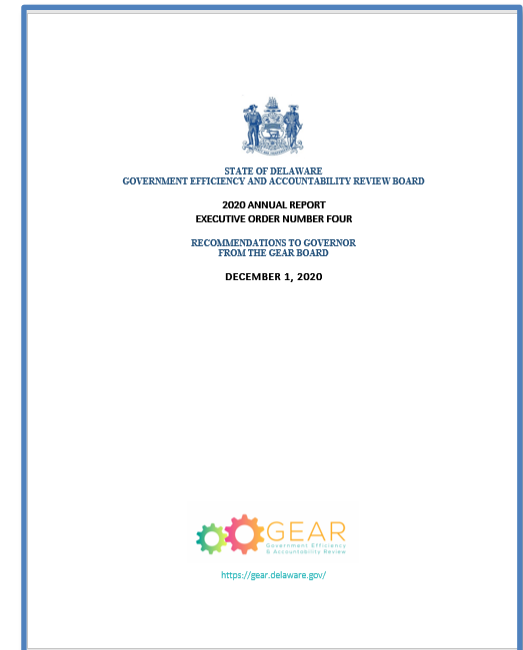
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# 2020 GEAR Annual Report

# Overview

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- Thank you for your contributions to the report!
- Overview of content of focus areas – not tables
- Please comment on your Focus Area activities
  - What was completed in 2020
  - What is new for 2021
  - COVID-19 impacted or inspired activities
- Please provide all upgrades and additional content by Monday, November 23
- GEAR team will work to condense content and edit for stylistic continuity until public release during the first week of December



# GEAR

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- Drive Continuous Quality Improvement Training and Development, i.e. FSQIF
- Augment Program Management Leadership Training Provided by the State
- Grow the GEAR Field Team (GFT)
- Grow EdGEAR
- Build and Deploy Standard Practices and Tools for Continuous Improvement Projects

# Criminal Justice

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- Implement E-Filing
- COVID-19 Changes Include Investing in Technological Efficiencies
- Adopt Pretrial Reform
- Continue Community Court Implementation
- Reduce Debt Burden on Ex-Offenders

# Education

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- Grow EdGEAR
- Support Council on Educational Technology
- Drive Data standardization for financial transparency

## EdGEAR Activities:

Identify business technologies for potential standardization

Improve procurement processes and procedures, leverage consolidated purchasing

Improve surplus asset acquisition and disposal processes

Define a more cost-efficient strategy for school deferred maintenance

# Financial Services

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- Lower Lease Costs and Restructure Lease Program
- Reintroduce Strategic Planning and Performance Budgeting Processes
- Improve Data Integration and Mapping
- Establish a State Land Inventory
- COVID Related Initiatives: Conduct PLUS Meetings Virtually
- Improve the State's Banking Structure
- Launch Digital Government Endeavor
- Leverage Financial Service Delivery (FSD) GEAR Team to Drive Financial Process Improvements
- Revise After-the-Fact Purchase Order Approval Process
- Grow Procurement Card (PCARD) Program
- Complete Travel per Diem Management
- COVID-Related Initiatives: Conduct FSF Training Virtually
- COVID-Related Initiatives: Add Hours of FSF User Access
- Ensure Effective Internal Control Systems Are Developed and Maintained
- Implement an Integrated Revenue Administration System (IRAS)

# Health and Social Services

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- Establish Healthcare Spending and Quality Benchmarks
- Develop Department-wide Strategic Planning
- Reviewing and Updating Provider Rate Methodologies
- Modernize Public Safety and Security
- Implement Telework
- Save Energy Costs
- Leverage Federal Funding
- Deploy Electronic Signature Technology
- Deploy Automated Procurement System
- Deploy a Constituent Inquiry Tracking System
- Consolidate of Birth to Three and Child Development Watch
- Consolidate of State-Run Long-Term Care Facilities
- Form the Psychotropic Medication Advisory Committee (PMAC)
- Outsource Long-Term Care Laundry Services

# Human Resources

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- Centralize Human Resources
- Modernizing the Delivery of Human Resources Services
- Implement HR Process Improvement Programs
- Develop Best Practices in Talent Acquisition
- Reduce Health Care Operating Costs

# Information Technology

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- Continue IT Contract Review
- Implement Microsoft Office 365
- Introduce Device-as-a-Service (DaaS)
- Introduce Data Center-as-a-Service (DCaaS)
- Introduce Mainframe-as-a-Service (MFaaS)
- Implement Single Sign-On for State workers and Citizens
- Expand Broadband and Wireless Access Across Delaware
- Support Telework Services

# GEAR Public-Private Partnerships (P3)

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- Strengthen and Grow the GEAR P3 Innovation and Efficiency Award
- Support “Ready in 6”
- Drive Next Generation Workforce for Digital Innovation
- Develop a Digital Government Enterprise Strategy
- Identify Public-Private (P3) Opportunities

# DNREC

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- Implement Enterprise Content Management (ECM) – the “DNREctory”
- Modernize Online Services
- Develop and Implement of Continuous Improvement Training and Education
- Inventory Business Processes
- Drive Environmental Justice Continuous Improvement Initiative

- **Open Topics Discussion – Board**
- **Public Comment**

# Adjourn

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# Contact

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*Please direct any inquiries about the Delaware GEAR program to:*

Jim Myran ([james.myran@Delaware.gov](mailto:james.myran@Delaware.gov))

Exec Director of Government Efficiency &  
Accountability Review (GEAR)  
Department of Finance

Bryan Sullivan ([bryan.Sullivan@Delaware.gov](mailto:bryan.Sullivan@Delaware.gov))

Director of Management Efficiency  
Office of Management and Budget  
Budget Development and Planning